
Environmental Management Human Capital Initiatives

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EM's Strategic Human Capital Efforts

- ❖ This year EM has refined its Human Capital strategy
- ❖ Specifically, we have focused on 3 key pillars – Talent Acquisition, Leadership Succession and Performance Competence
- ❖ These 3 key pillars serve as the major drivers for EM-wide action and results and are aligned to DOE and EM's mission



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EM's Strategic Human Capital Framework

- ❖ With full engagement of EM Human Capital Steering Committee we have moved out on developing and implementing strategies in each of these key pillars
- ❖ The goal is to ensure that we have a strong talent pool with a roadmap to leadership and an environment that drives performance and results

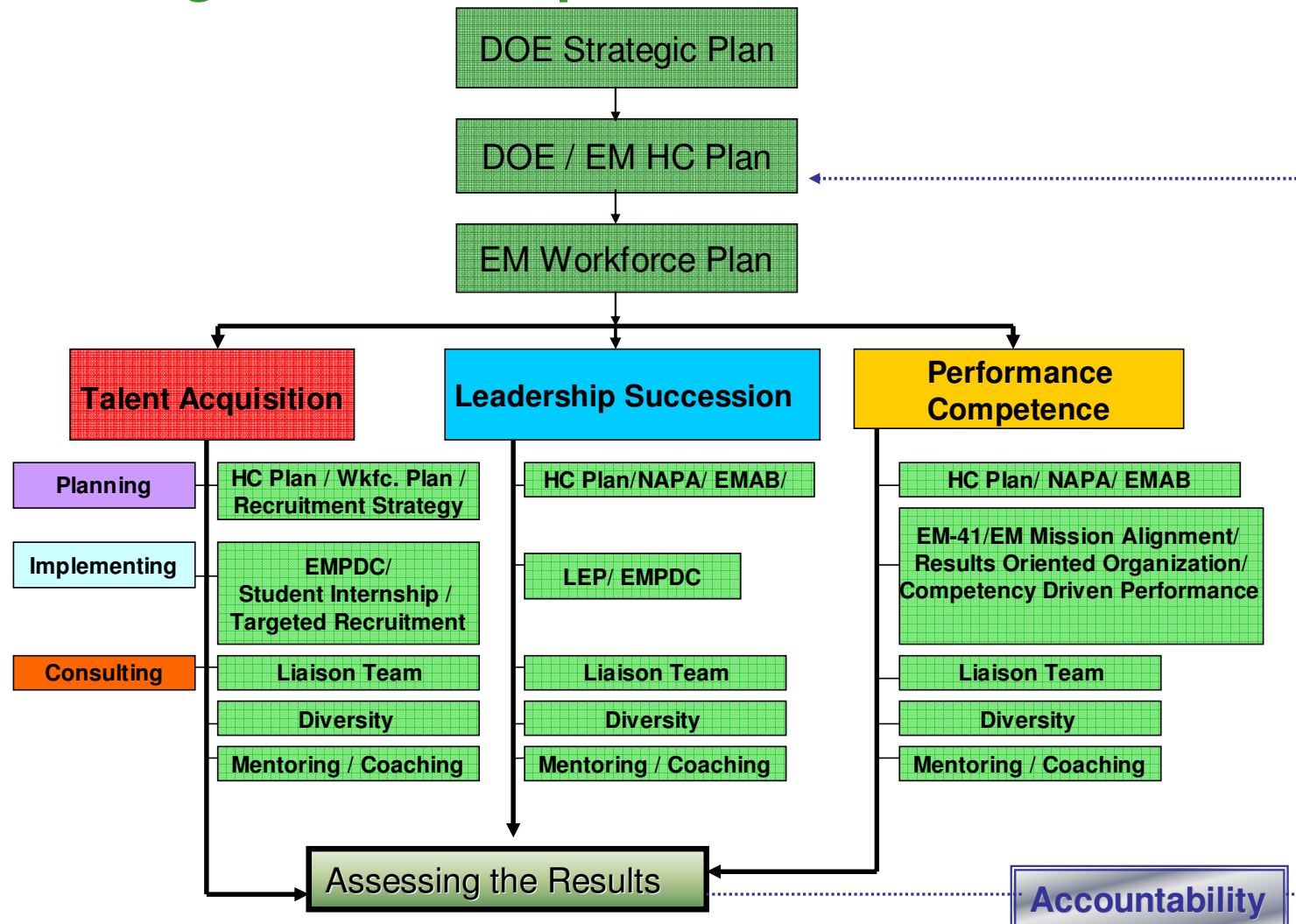


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EM's Strategic Human Capital Framework



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EM's Human Capital Management Plan

❖ 2009 EM Human Capital Management Plan based on the new framework

❖ Key efforts in each pillar:

❖ **TALENT ACQUISITION**

- Utilize data from Workforce Planning System
- Job Fairs/Targeted Recruitment/ Student Internships
- Mentoring and Coaching

❖ **SUCCESSION PLANNING**

- Utilize data from Workforce Planning System
- Continuous leadership growth and enhancement – Leadership Excellence Program (LEP)
- Mentoring and Coaching

❖ **PERFORMANCE CULTURE**

- Performance management skills
 - Mission critical competencies to achieve high performing workforce
 - Mentoring and Coaching
- Diversity is woven in all our actions



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Workforce Planning System and Competency Management

- ❖ As part of EM's overall Strategic Human Capital Planning Process we are building a data system to provide EM decision-makers with a workforce planning tool
- ❖ By the end of October all EM-wide workforce data will be entered into the system
- ❖ Provide managers with a current and future workforce profile and help them with their planning efforts in recruiting and succession strategies
- ❖ Next enhancement will link workforce data to budget projections
- ❖ Build in competency levels to project hiring and training needs in the years to come



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EM's Approach to Talent Acquisition: Reaching out to younger workers

- ❖ Aggressive college and university recruitment
- ❖ Build relationships with key partners in academia
- ❖ Expand student employment programs
- ❖ Mentoring relationships
- ❖ Knowledge transfer
- ❖ Provide continuous development programs



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EM's Three Tier Approach to Leadership Development



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EM's Performance Culture

- ❖ Clearly articulated expectations
- ❖ Performance feedback
- ❖ Mentoring
- ❖ Address mission critical skill and competency gaps
- ❖ Employee engagement



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